

5 December 1974

UNITED STATES INTELLIGENCE BOARD

Minutes of  
Six-hundred-eightieth Meeting  
United States Intelligence Board  
DCI Conference Room (7D64)  
Central Intelligence Agency, at 1030 hours, 5 December 1974

Director of Central Intelligence  
Mr. W. E. Colby  
Presiding

MEMBERS PRESENT

Dr. Edward W. Proctor, acting for Deputy Director of Central Intelligence  
Mr. William G. Hyland, Director of Intelligence and Research,  
Department of State  
Lieutenant General Eugene F. Tighe, Jr., USAF, Acting Director,  
Defense Intelligence Agency  
Lieutenant General Lew Allen, Jr., USAF, Director, National Security  
Agency  
Mr. J. Foster Collins, acting for Department of Treasury Representative  
to USIB  
Mr. James G. Poor, acting for Atomic Energy Commission Representative  
to USIB  
Mr. William O. Cregar, acting for Federal Bureau of Investigation  
Representative to USIB

SERVICE OBSERVERS PRESENT

Brigadier General John A. Smith, Jr., USA, acting for Assistant Chief  
of Staff for Intelligence, Department of the Army  
\*Rear Admiral Bobby R. Inman, USN, Director of Intelligence,  
Department of the Navy  
\*Captain Donald S. Jones, USN, acting for Director of Intelligence,  
Department of the Navy  
Major General George J. Keegan, Jr., USAF, Assistant Chief of Staff  
Intelligence, United States Air Force

\*Part of Meeting

~~SECRET~~

25X1

Prior to addressing the regular agenda items, the Chairman commented on several subjects:

a. Mr. Colby announced that a series of strategy reports on the FY 1975 KIQs would be circulated in the near future to the USIB Principals. He said that the strategy reports were the result of a great deal of community consultation at the staff level. The reports include major problem areas in the KIQs which the various agencies are expected to contribute information. This vehicle is being used to assure that proper attention is given to collection and processing needs in support of the KIQs. To ensure that USIB Principals are aware of the needs involved in these strategies, the Chairman suggested that the Board discuss them in broad terms at a meeting in the near future. He hoped to avoid a cumbersome detailed review at the USIB, but welcomed comments on major issues either before the USIB meeting or during the Board's discussion.

The collection strategies are to be reviewed next summer to determine how well we did against each KIQ and to provide a baseline to see which agency did or did not contribute. He hoped that this vehicle would help provide indications of how much the community spent on each KIQ so that we can determine what resources are required to get a particular product.

b. Mr. Colby advised the USIB Principals that he was sending forward the "National Foreign Intelligence Program Recommendation--FY 1976-80" this date. He noted that it had been staffed through appropriate agencies with review by the IRAC. He said that he was providing the President with some very significant issues for consideration. The report will be circulated to the USIB soon. Mr. Colby also pointed out that it was going to the Secretary of Defense and the Director, OMB for comment. He said he wished to thank everyone who had contributed to it, noting that it was a complex and difficult job which was well done as the result of extremely good staff work.

c. The DCI announced the impending retirement of Dr. Herbert Jenne who has been the Chairman of the Human Sources Committee since its inception. He noted that this Committee had operated on a trial basis for more than a year and, at the suggestion of the PFIAB,

- 2 -

SECRET

had been established as a permanent committee of the USIB last June. He commended Dr. Jenne for launching this effort and for the good progress which has been made. Mr. Colby announced that, until a permanent chairman is selected, Lieutenant General Samuel V. Wilson, Deputy to the DCI for the Intelligence Community, will serve as the Acting Chairman providing his personal guidance to this important Committee. He noted General Wilson's extensive background in the area of human sources. Mr. Colby reported that he would have a nomination for a permanent chairman to discuss with the USIB at an early date.

d. Mr. Colby, noting the recent agreement with the Soviet Union on strategic weapons, invited Mr. Hyland to comment on the role of intelligence during those negotiations. Mr. Hyland provided a brief description of the usefulness of intelligence (which included data from NIE 11-3/8-74) to the President during his discussions with Mr. Brezhnev.

1. Watch Report No. 1267

Approved as circulated.

2. Discussion of Strategic Warning Process  
(Refs: a. USIB-D-29.1/9,  
27 August 1974; b. USIB-M-677,  
12 September 1974, Item 5 and  
Secretary's Note No. 5)

The Chairman noted that the subject has been under review by an ad hoc committee. One aspect of the review includes a proposal for an Alerting Memorandum the intent of which is to provide the policymakers with indications of possible crises. Mr. Colby said that this vehicle should help alleviate questions of whether there had been lack of intelligence indications of crises. The other aspect of the review was the overall subject of Strategic Warning. Mr. Colby said he believed that the Strategic Warning process should deal with possible military attack against the U.S., its allies, or major interests, rather than dealing with every conflict or potential conflict around the world. The current Watch Committee mechanism

had become much broader in its treatment of warning subjects. Mr. Colby said that he proposed to set up a new mechanism which would be an appendage of the USIB; it would be a community effort which would be tied closely to, and situated within, DoD. He believed this was the most practical approach in that the DoD has available the service machinery and has more immediate access to information on the operations of our own forces. Mr. Colby's proposal would establish a Special Assistant to the DCI for Strategic Warning. He proposed to appoint [redacted] of DIA to this position and noted that [redacted] Directorate includes the National Military Intelligence Center (NMIC). [redacted] deputy will be [redacted] of CIA who will have a small analysis staff supported by the NMIC. He believed this combination would be able to develop Strategic Warning with appropriate analytical inputs on political and economic factors. Mr. Colby said that it was also his intention to have the analytical staff representatives located in the Pentagon. In addition, the Chairman stated he would ask Lieutenant General Samuel V. Wilson, Deputy to the DCI for the Intelligence Community, to establish an interagency group to review the new process periodically and report to USIB as appropriate.

Mr. Colby reported that the ad hoc group which has been reviewing this subject has prepared a draft DCID to replace the current DCID No. 1/5. This will be submitted to USIB for review. Mr. Colby said he would also ask [redacted] to commence planning for implementation of the new procedures.

Mr. Hyland expressed considerable concern regarding the new mechanism as well as the proposed definition for Strategic Warning. He believed that the definition was too fuzzy and did not provide for treatment of subject matters of great interest to the policymakers, e.g., Yugoslavia is not an ally and yet would be the subject of major attention should the Soviets attack that country. The definition does not properly cover friendly countries who are not allies. Mr. Hyland requested that the definition be carefully formulated to ensure that those subject areas of importance are not omitted from the warning process. Mr. Colby indicated that Mr. Hyland's point was well taken and asked the ad hoc group to clarify this matter, although he expressed doubt that a really precise overall definition could be achieved because the

5 December 1974

middle ground was so difficult to define. He said we needed to be pragmatic and the real need was to eliminate the vast subject matter which might otherwise have to be addressed by the relatively small staff involved. The Air Force Observer commented that he shared State's concerns about the need for a more precise definition of responsibilities. He stressed the importance of having the new process incorporate economic and political as well as the military indicators. Mr. Colby noted that part of the rationale of putting Agency representatives on the staff would be to look across the board at those factors which would apply to Strategic Warning.

Mr. Hyland asked if the NIC Watch Officers Notes would continue. He said these Notes proved very useful for assessing events which had taken place the night before. Mr. Lehman (Acting Chairman of the Watch Committee) commented that these Notes tended to be produced in isolation without the benefit of analysis or review. If there were a real need for something along these lines he believed it could be worked out, noting that several organizations have watch officers who produce Notes on overnight events.

Mr. Hyland expressed concern that, under the proposed set up, he might not be advised of indicators until the situation had become really serious. Mr. Lehman responded that the daily publications provided these indicators. Mr. Colby said that the genesis of this review and subsequent proposal was the feeling that the Watch Committee is not doing what it was set up to do. That is, not looking at the really major issues because of the focus on small problems. The new group he said should be concentrating on the big questions and the daily publications would handle events of lesser significance. As part of the overall system the Alert Memorandum would be issued when a situation seemed serious enough to warrant a special warning to our policy customers.

Mr. Hyland said that while the Watch Committee mechanism had its deficiencies it was the last mechanism which brought the community together on a regular basis to treat the broad overall subject of warning. Mr. Colby suggested that the purpose of General Wilson's Interagency group would be to review the process and perhaps come to USIB once a month or so to report on the significant situations in the world which may be developing.

- 5 -

SECRET

Mr. Lehman, noting that he had assumed the chairmanship of the Watch Committee three years ago, said that he had been trying to rationalize its functions and responsibilities during that time. He believed the proposal before the Board was an improvement over the current mechanism. He stressed, however, that the Watch Committee had contributed a great deal over many years to the intelligence process - things which are now taken for granted. The Watch Committee with its staff, the NIC, was the first all-source center of any sort. It had pioneered the first genuine around-the-clock operation and the first genuine community effort of this nature. Mr. Lehman said he believed that the Board should take note of the hard work and the extensive effort of many people over the years who were involved in the Watch Committee structure. Mr. Colby, concluding the discussion, noted Mr. Lehman's comments and agreed that the Board so recognize the great efforts and contributions of the Watch Committee and its staff, both past and present.

The DCI said the overall subject would be reviewed in greater detail by the ad hoc group which will submit a final proposal and accompanying DCID to the USIB for approval.

25X1